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DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1733

Date: MEMORANDUM FOR: 025 The Deputy Director of Central Intelligence

VIA: Director of Training

FROM: Chief, Management Training Division

SUBJECT: Brief Progress Report on Human Resources Program for Senior Officials

1. The first Human Resources Program course for senior officials from throughout the Agency was conducted during the period, 1 - 8 December 1953.

2. The second such program was held from 19 to 27 January 1954 and included twelve Deputy ADs, Deputy Staff Chiefs, and equivalent staff personnel.

3. The third Human Resources Program course for senior officials from across the Agency will be held from 23 February to 2 March and will probably be the last top level group from throughout the Agency. Both DDA and DDP have scheduled H. R. courses for senior officials within those respective components, and the individual offices within DDI are in the process of doing the same.

4. The first DDA H. R. Program for senior officials was conducted 1 - 4 February and included all the ADs and Deputy ADs who had not previously participated in the Program.

5. This basic management training appears to be well under way at the top management level. In my judgment, the reception has been extremely favorable. Implicit in every expression of satisfaction with this beginning program are the qualifications that there must be continuing follow-up in the program itself and there must be continuing demonstrated interest and action toward improved management at levels above.

6. The leading problem points at this stage appear to be:

a. The need for clearer policy and for firmer execution of Agency policy from on high.

b. More distinct and definite delegation of responsibility, with commensurate authority, from echelons above.

c. How to prune out and actually get rid of dead wood? How to ease out of the Agency those individuals for whom there is now no useful work? This appears to be a problem that is becoming increasingly serious. It appears to be an A-1 priority must.

7. A comprehensive report will be submitted to you when these top level programs have been completed.